



City of Cambridge FY17 Annual Report

With over 110,000 people located within a 6.4 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with 28% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.



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School Children/Dance Photos: Bethany Versoy

MESSAGE FROM THE CITY MANAGER

It was a great honor for me to be sworn in as City Manager in November 2016. I want to thank the City Council for giving me the opportunity to serve and lead this City that I love.

A strength of this city is the way in which departments, leadership, and staff work collaboratively with our elected officials. Our team works to accomplish the policies established by the City Council and provide the day-to-day services to our community. It is because of their efforts that the City receives high levels of satisfaction on our resident surveys. I appreciate the work that every employee does and the dedication that they show to the people of Cambridge.

Like any organization, the City is ever-evolving. As City Manager, I will always look for ways to improve our operations, efficiency, customer service, and outreach and seek to build upon the many initiatives underway in the City.

As someone who spent the last 35 years working on maintaining the City's financial stability, I am proud that for the past 17 years, we have been awarded a AAA bond rating from the three major rating agencies. This

achievement – which is a team effort between the council and the administration – allows the City to invest more money in capital projects, like new schools and improvements to our streets and neighborhoods, because of our access to low-interest rates.

When most people think of finance and budgets, they don't think of civic engagement. We are working to change that through initiatives like our highly successful (and popular!) participatory budgeting process and our new minibond program. Minibonds not only engage residents but make them a financial partner in our infrastructure improvements, and participatory budgeting lets residents ages 12 and up have a direct say in how the City spends a part of our Capital Budget.



I have lived and worked in Cambridge all of my life, and I know first-hand that we all benefit from making sure diversity is a common goal. I want to make sure that our neighborhoods, schools, and City workforce are diverse. Cambridge is a welcoming City for all, and anyone who has heard me speak this past year knows that I consistently emphasize that Cambridge supports and promotes the safety, health, and well-being of all our residents, regardless of immigration status.

I hope that you will take the time to read about the many significant accomplishments contained in this annual report. You will learn about the remarkable work that is being done by the City.

Finally, I want to thank our entire community for the collective efforts to support the victims of the December 2016 10-alarm fire in the Wellington/Harrington neighborhood. Our community response was a reminder of what makes Cambridge an amazing city: a highly professional government and a tightly knit community. As you will read in this annual report, the response by the firefighters was unbelievable. I want to thank every firefighter and public safety official for a job well done. I also want to thank Mayor E. Denise Simmons for her incredible leadership. She was instrumental in bringing the community together and supporting City Departments in responding to the crisis with professionalism and compassion.



And of course, thank you to all of our residents and businesses, and people from across the country that made financial contributions – both large and small – to assist the fire victims in rebuilding their lives.

Louis DePasquale



ABOUT THE CITY COUNCIL

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.



2016-17 City Council

Back row: Councillors Timothy J. Toomey, Jr., Nadeem A. Mazen, Craig A. Kelley, David P. Maher;

Front Row: Councillors Dennis J. Carlone, Jan Devereux, Mayor E. Denise Simmons, Leland Cheung, Vice Mayor Marc C. McGovern.

Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council's Chief Legislative Officer.

The Council organizes into active committees, providing much of the research and legislative analysis on major policy issues before the Council.

City Council Goals for FY17:

GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.

GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of City services.

GOAL 3: Strengthen and support human services, public education and out-of-school learning in Cambridge for the benefit of residents of all ages.

GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.

GOAL 5: Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.

GOAL 6: Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.

GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

GOAL 8: Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.

CREATING & PRESERVING AFFORDABLE HOUSING

City leaders have a longstanding commitment to supporting high quality housing that is well integrated into the community and that will remain affordable for future generations. Cambridge's financial investment in affordable housing is unparalleled in the Commonwealth of Massachusetts. Since the adoption of the Community Preservation Act (CPA) in 2001, the City has committed 80% of CPA funds, the highest possible amount, for affordable housing, creating more than 1,700 affordable units to date. In FY17, the City built upon this commitment, allocating new resources and expanding existing programs to address high costs and other barriers to creating and preserving affordable housing.

To advance the ambitious set of efforts now underway, the FY18 City Budget includes \$2.8 million in City funds which will be appropriated to the Affordable Housing Trust. This is the first such direct allocation of City funds to the Trust since adoption of the CPA, and is intended to supplement CPA funds to allow the City and its

affordable housing partners to continue many efforts underway to advance the City's housing goals to meet community needs.

Inclusionary Housing

The City Council adopted amendments to the City's Inclusionary Housing provisions that will create new affordable housing in future developments. Key changes, including the expansion of the set-aside of affordable housing in new residential buildings to 20% of net residential floor area, will produce more affordable housing in new housing built in the city. Provisions to encourage larger units within the dedicated floor area will create units appropriate for families. With 976 units completed or pending construction, Inclusionary Housing has become a significant component of the City's affordable housing stock and a key strategy to create new affordable housing. Growth in the portfolio of Inclusionary rental housing stock alone has enabled the City to house 545 households in affordable rental housing over the last 5 years.

Affordable Housing Development

In FY17, several new all-affordable buildings took major steps forward and progress will continue in FY18:

- Concord Highlands: Plans are well underway for 98 new units of mixed-income affordable housing at 671-675 Concord Avenue. This property was acquired with CPA funds and zoning permitting was completed in FY17. New units will include housing that is affordable to low, moderate, and middle income residents in a thoughtfully designed building that will include 67 two- and three-bedroom units for families.



- 1791 Massachusetts Avenue, Porter Square: CPA funds were used to finance acquisition of the property in 2016 and plans for an all-affordable development are now being developed.
- Vail Court: In FY17, the City acquired this long-vacant and blighted property. Plans for future uses will be advanced in FY18 with affordable housing identified as an ideal way to restore this property for the benefit of the community, while creating needed opportunities accessible to transit and shopping.



Preserving Existing Affordable Housing

The City remains committed to ensuring that no existing affordable units are lost to expiring affordability restrictions.



Planning for preservation of affordability at the 504-unit Fresh Pond Apartments continued in FY17 and will remain a priority in FY18, as will planning to preserve and recapitalize 106 affordable units at the George Close Building and Linwood Court.

In 2017, the Cambridge Historical Commission committed \$125,000 to affordable housing agencies in Cambridge for historic preservation projects involving low and moderate income housing using CPA funds. Grants helped low and moderate income residents maintain attractive, affordable places in which to live, while preserving the City’s significant building stock.

Access to Affordable Housing

The Community Development Department offers access to affordable rental housing and homeownership opportunities, and provides information, education, and referrals to housing services, including mediation, to keep residents in their homes. In FY17, the City launched HomeBridge, a new initiative to assist qualified first-time homebuyers in purchasing a home in Cambridge. HomeBridge offers financial assistance, up to 50% of

the purchase price for three-bedroom units, and is available to households earning up to 120% of Area Median Income who can obtain a conventional, fixed-rate mortgage to finance the purchasing of a home at the reduced price after the City's assistance. Homes purchased through Homebridge become part of the City's affordable housing stock and will remain affordable to subsequent buyers. Information sessions and community outreach will continue into FY18 to connect residents with this assistance.

Other key accomplishments this past year included:

- Housed over 70 low and moderate income households in inclusionary rental housing; managing access to 625 inclusionary rental units at more than 30 properties, while receiving more than 300 new applications from residents.
- Assisted 12 new homebuyers in purchasing affordable homes, while receiving more than 60 new applications from residents interested in purchasing affordable housing.
- Offered 10, 4-session Homebuyer Workshops and counseling to over 535 individuals; and provided individual home buying counseling to more than 145 individuals.
- Partnered with the Human Rights Commission to organize and sponsor the City's first Fair and Affordable Housing Open House, featuring presentations and panel discussions on topics including fair housing laws and basic tenant rights, how housing voucher



programs work, first-time home-buyer and home improvement resources, eviction and foreclosure prevention services, and asthma/lead poisoning prevention.

- Completed an update of the Cambridge Housing Profile, which detailed various aspects of Cambridge's housing stock and provided an overview of key demographic and economic drivers of the marketplace.

For more information, visit camb.ma/fy17-2.

INVESTING IN OUR COMMUNITY

In February 2017, the City held its first Minibond Sale to encourage residents to directly invest in Cambridge's infrastructure. Residents were able to purchase Minibonds in denominations of \$1,000 for a maximum total investment of \$20,000. The \$2 million in Minibonds sold out in six days with 244 residents submitting orders. The City will use proceeds from the Minibond issuance to support capital projects such as school building renovations, municipal facility upgrades, and the Complete Streets plan. For more information, visit minibonds.cambridgema.gov.

The City Scholarship Awards Program celebrated its 25th year, awarding \$2,500 scholarships to 84 participants, the largest number of recipients in a single year. Since its inception, the City has awarded over \$2 million in

scholarships to 874 recipients. The City is especially grateful to the residents and businesses that generously support this program.

As part of its efforts to support Cambridge residents in achieving their short and long-term employment goals, the City provided individual career counseling and sponsored several successful job fairs. Through the Office of Workforce Development and the Cambridge Employment Program (CEP), the City offered career counseling to about 300 adult residents and gave an additional 300 job-seekers the opportunity to connect with 25 local employers at two different job fairs in the fall and spring. In addition, through a successful partnership between the Cambridge Employment Program and the Community Learning Center, another 36 CLC students received job search support and placement services from a CEP counselor dedicated to supporting CLC students.

Using Community Preservation Act (CPA) funds, Cambridge Historical Commission (CHC) supported historic preservation projects involving City-owned historic structures and landscapes, including the ongoing restoration of Magazine Beach (\$100,000+); landscape improvements at Lowell Park (\$60,000); and the preservation of unique municipal documents (\$10,000). CPA funds also enabled the CHC to assist non-profit institutions and organizations undertake important projects at their historic properties. Recipients of Institutional Preservation Grants (IPG) this past year included Cambridge Community Center, 5 Callender Street (\$100,000, extensive restoration); First Reformed Baptist Church



parsonage, 106 Antrim St. (\$12,500, windows); Cambridge YWCA, 7 Temple St. (\$1,400, curved window sash); and Rush AME Zion Church (\$50,000, roof).

The renovation of the Boudreau and O’Connell library branches were significant projects this past year as neither branch had been thoroughly renovated since opening – 36 and 74 years ago, respectively. The Boudreau Branch, which is the smallest branch in the system, reopened with 50% more seats, new interior paint, windows, and doors. The O’Connell Branch had energy efficient replicas of the original windows, a more historically accurate (and ADA compliant) front door, and additional computers installed. All exterior wood-work and internal architectural details were refurbished. The renovation was recently acknowledged with a Cambridge Historical Commission Preservation Award.

Reconstruction of Huron Avenue and final paving of Concord Avenue was substantially completed this past year. The remaining construction, scheduled to be completed by the end of calendar year 2017, includes tree plantings and porous asphalt installation. Overall project improvements included newly paved streets, 15 miles of accessible sidewalks, over 150 pedestrian ramps, buffered bike lanes on Huron Avenue, and over 300 additional street trees.

In 2017, the City and the Cambridge Redevelopment Authority (CRA) began to explore a revised strategy to redevelop the Foundry building at 101 Rogers Street, in a way that meets the vision and expectations that resulted from an extensive community process. The City and CRA are proposing to invest \$25-\$30 million in

public funding to make necessary capital improvements to the building. This publicly funded capital project will be designed to accommodate a mix of programming and uses including visual and performing arts, entrepreneurship, technology, and workforce education. The operation of the building is intended to be financially self-sustaining, with building operational and programming costs paid for by the mix of building tenants.



The New England Americans with Disabilities Act (ADA) Center cited the City of Cambridge’s Curb Ramp and Sidewalk Program as one of the “Selected Best Practices.” The Center highlighted the engagement and cooperation between the Cambridge Commission for Persons with Disabilities and the Department of Public Works in implementing the Five Year Plan for sidewalk/ pedestrian accessibility.

For more information, visit camb.ma/fy17-3.

CIVIC ENGAGEMENT

Getting residents more involved in local government is a high priority for the City administration. In FY17, the Budget Office organized the City's third Participatory Budgeting process in which 4,730 residents age 12 and older voted to spend \$706,000 in FY18 capital funding on the following projects: solar panels on the Main Library roof, flashing light signs at six crosswalks, solar-powered real-time bus tracker displays, kinetic energy tiles, four water bottle fill stations, Moore Youth Center upgrades, and the Cambridge Street Art Trail. Implementation of these projects was set to begin in July 2017.

The first phase of Envision Cambridge, the City's comprehensive planning process, was completed in December 2016. The phase included development of a shared vision and set of Cambridge's core values (livability, diversity and equity, economic opportunity, sustainability and resilience, community health and wellbeing, and learning) to guide the planning process. During its second phase, Envision Cambridge will develop actionable recommendations for key focus areas — housing, economy, climate and environment, mobility, urban form, public realm, and community interaction. Approximately 90 community members are participating in several working groups to help draft goals for the focus areas.

Cambridge actively engaged youth in urban planning by offering educational opportunities to elementary, middle, and high school students. In FY17, 41 students completed internships with the Community Development Department (CDD) through the Mayor's Summer Youth Employment Program (MSYEP), conducting outreach for

the Cambridge Energy Alliance, the Glocal Challenge, and Envision Cambridge.

FY17 was the busiest year to date for the City's Planning Board. The Board enhanced public engagement in the planning process by requiring special permit applicants to conduct community outreach prior to submitting their application, introducing 3D models of proposed buildings at meetings to better represent development scale, and engaging remote viewers by livestreaming meetings and archiving them through the City's Open Meeting Portal.

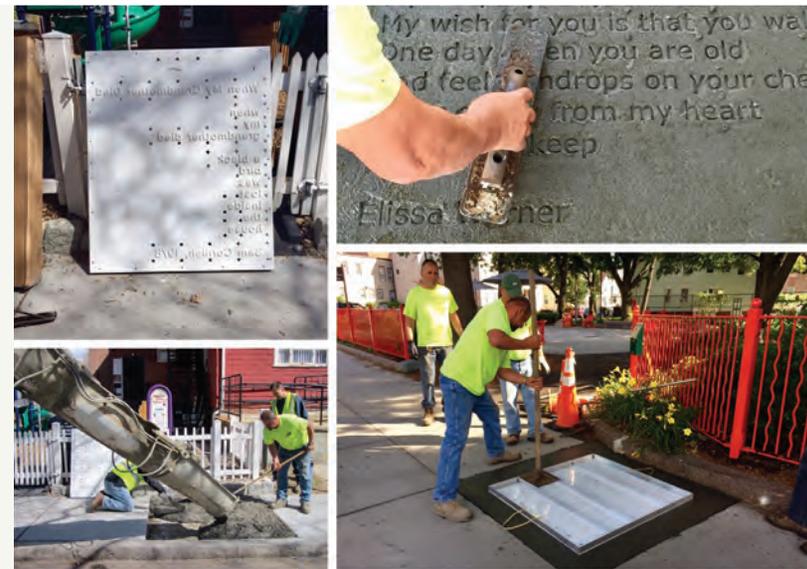
Cambridge Public Library launched the Our Path Forward Series, to encourage public discourse, understanding of key issues, and civic involvement. Programs included a panel of leading local voices on immigration, civil rights, journalism, and mass incarceration; a keynote talk by foreign policy expert and former Under Secretary of State for Political Affairs, Nicholas Burns; a Democracy Day celebration with a public participatory reading of the Constitution; and a special talk by US Supreme Court Justice Stephen Breyer.



In fall 2016, registered voters in Massachusetts were, for the first time, given the opportunity to vote before Election Day on Nov. 8 through Early Voting. The City conducted extensive outreach and offered five early voting sites, and 19,921 voters cast their ballots early. The City was recognized by Mass. Common Cause & Election Coalition for its efforts to provide substantial opportunities for early voting.

22-CityView, the City's Municipal Channel, developed a new production partnership with Cambridge Community Television (CCTV) to augment capacity and coverage of City departments and events. Over 40 new videos were produced, including public service announcements, a new "Ask the City Series" highlighting the work of City departments, and a video version of the biannual CityView Newsletter. 22-CityView also increased its coverage of City Council related meetings to include most Ordinance Committee meetings and other Committee meetings upon request.

Over the past two years, the Cambridge Sidewalk Poetry program has successfully integrated infrastructure repair with the poetry of the people. This collaboration of citizens with government, including Cambridge Arts, the Department of Public Works, and the Cambridge Public Library, has been part of an effort to build a more playful city, and was prompted by national concerns about play deficit disorder and the decline in daily open play. As part of the program, 7 selected poems have been imprinted in sidewalk cement, with more scheduled for installation. The Ash Center for Democratic Governance



and Innovation at the John F. Kennedy School of Government, Harvard University, recognized the Cambridge Sidewalk Poetry Program as part of the 2017 Bright Ideas Initiative. The awards program recognizes and promotes excellence and creativity in the public sector, highlighting initiatives that demonstrate how government can work to improve the quality of life for citizens.

Since launching Commonwealth Connect in January 2016, the City has received 16,000 service requests from the public and resolved over 91% of them. The most popular request types have been reports of potholes and icy or unshoveled sidewalks. Learn more or download the free app at www.CambridgeMA.gov/CommonwealthConnect.

For more information, visit camb.ma/fy17-4.

FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

Cambridge is committed to supporting all its residents and has launched a few new initiatives to support the more vulnerable members of our community. The City's Multi-Disciplinary Homeless Street Outreach Team has been working to identify and engage high risk individuals with low levels of service utilization to monitor their wellbeing and intervene before a crisis occurs. In FY17, the Outreach Team conducted over 1,000 hours of street outreach, and monitored and engaged with over 110 chronically homeless individuals.

The Commission on Immigrant Rights & Citizenship (CIRC) was formed in August 2016 to act as a centralizing

force in the City to address immigrant rights and citizenship issues. Working with other organizations, the Commission will help promote opportunities to enhance immigrant participation in the Cambridge community. In January, CIRC launched a series of Know Your Rights (KYR) Trainings, which offered key legal insights about Immigration Law and Constitutional Rights to immigrant audiences, including tenants of housing developments, church congregations, Community Learning Center staff and teachers, public school parents, and immigrant women training to become interpreters.



This past year, the City's Gay, Lesbian, Bisexual, Transgender (GLBT) Commission formally changed its name to the Lesbian, Gay, Bisexual, Transgender, Queer, Plus (LGBTQ+) Commission to reflect modern terminology, with the + added to be inclusive of and create a welcoming environment for the many variations of gender identity, expression, and sexual orientations. LGBTQ+ older adults, as they access housing and healthcare mainstream

services are in need of places that allow them to feel safe and affirmed in their identities, so they can age with dignity, respect, and receive proper care. The Commission completed a survey of LGBTQ+ Policies and Practices for Seniors housed in Cambridge Housing Authority facilities and developed a new, online Best Practices Guide

that helps others, including healthcare and housing professionals, and caregivers to better understand the needs of LGBTQ+ older adults.

In November 2016, the City of Cambridge inaugurated its first services-focused Veterans' Appreciation Day. Following the annual Veterans' Day observance at the WWI Monument at the Cambridge Cemetery, the Veterans' Services Department hosted a community event at City Hall and the Citywide Senior Center to offer thanks to veterans and their families. The first Cambridge Women Veterans' Organization (CWVO) was

formed in May 2017 with an inaugural gathering in the Mayor's parlor.

The Cambridge-Les Cayes Sister City Project officially launched its collaborative efforts in summer 2016, with a multidisciplinary training delegation from Cambridge spending five days in Les Cayes, Haiti. Building on the work of prior delegations and intensive planning over the last year, this was a fruitful and productive visit that



strengthened the relationship between the two communities. The delegation was a collaborative effort between City staff, ProEMS paramedics, and Cambridge Health Alliance clinicians, and included three intensive days of trainings in emergency medicine, provided to nurses, doctors, and medical students

at the main public hospital in Les Cayes.

Each year, Cambridge Historical Commission (CHC) organizes free walks and talks that highlight the city's rich history. CHC staff and local historians led more than 60 people on a "walking conversation" through the Old Cambridge neighborhood in Harvard Square, and also gave illustrated talks throughout the city on the history of the Charles River, Porter Square, and Cambridge's printing and publishing industries. During Open Archives Week in June 2017, 100 participants enjoyed behind-the-scenes tours of the archives at

Mount Auburn Cemetery, Longfellow House – Washington's Headquarters National Historic Site, Cambridge Historical Society, Cambridge History Room, and three Harvard museums. In June, 60 visitors enjoyed staff-led tours of Cambridge City Hall, as part of Common Boston organized by the Boston Society of Architects.

During FY17, renovations were completed at the Cambridgeport School playground, and designs were completed for Sacramento Field improvements, with construction underway at the close of the fiscal year. Design work was completed for play area renovations at the Morse and Amigos Schools. The City has also been working with consultants to develop designs for new public open spaces in eastern Cambridge: Binney St. Park, Rogers St. Park, and Triangle Park (near First St.). Features will include unique playgrounds for children, shaded seating spaces, and off-leash dog opportunities.

The City Hall front lawn, which has always been a place where the community gathers, won an award for "Best Central Square Neighborhood Hangout." www.bostonmagazine.com/best-of-boston. For more information, visit camb.ma/fy17-5.



SUPPORTING CHILDREN, YOUTH, FAMILIES

Cambridge is home to families from a variety of backgrounds. While many families take advantage of the outstanding resources and services in Cambridge, others do not. Families who might benefit the most from these services are often the least likely to use them, sometimes because of language barriers, lack of familiarity with Cambridge, and difficulty navigating Cambridge services. To help overcome these obstacles, the City implemented programs using effective and culturally inclusive engagement strategies. The Agenda for Children (AFC) Literacy Initiative, Center for Families (CFF), and the Community Engagement Team (CET) successfully connected families to local resources by utilizing and training multicultural outreach workers from the community. These outreach workers visited families who share their cultural background in the places they spend time—public housing, parks, schools, places of worship—and built trusting relationships with them.

This past year, the City launched Find It Cambridge, an amazing new online resource that empowers families, youth, and those who support them to easily find the activities, services, and resources they are looking for in Cambridge. The easy-to-use, one stop, multilingual portal can filter by age, category, location and cost, and enables users to sign up for reminders about upcoming events.

A collaboration between key stakeholders is the development of a pilot scholarship program promoting access to high quality community programs for 3- and 4-year olds from low income families, as well as an

intensive, quality improvement system designed to help community preschool programs increase their quality and subsequent rating scores. Work also continues on enhancing transitions between early childhood programs and Cambridge Public Schools.

In addition to Find It Cambridge, families of young children have access to increased support through the expansion of fatherhood services, additional workshops for families on various topics, and new parent-child early learning opportunities.



During the 2016 Summer Reading Program, Cambridge Public Library (CPL) presented 241 public programs at its 6 open locations and hosted 11,900 participants. CPL also circulated 73,280 books and 11,073 audiovisual items. In addition, Youth Services librarians made 50 visits to camps, parks and other locations outside of the Library to deliver stories, songs, and art to children and families. A Laptop Kiosk unveiled at CPL this year provides easy access to laptop computers for all patrons that can be easily checked out and taken to any area of the Library. The automated checkout, return, and charging capabilities of the Kiosk makes this service very feasible. As of June, nearly 6,000 patrons had checked out a laptop.

As the primary youth employment program in Cambridge, the Mayor's Summer Youth Employment Program (MSYEP) offered jobs to about 1,000 young people ages 14-18 at more than 120 non-profits and municipal agencies during the summer of 2016. Youth worked in a variety of fields including: early childhood education and other childcare positions, maintenance, landscaping, STEAM-related work, theater and other arts programming, elder care and library work.

Over the past year, the Office of College Success made steady progress toward its goal of increasing the college completion rate of low income graduates of Cambridge Rindge and Latin School, the Community Learning Center's Bridge to College Program, and Just-A-Start's YouthBuild program. With a focus on academic readiness, parent engagement, and college success coaching, the Office leads efforts to help students and families better



prepare for and persist through a post-secondary experience. Approximately 245 students to date have received college success coaching through the College Success Initiative.

As part of World Elder Abuse Awareness campaign, a performance with True Story Theater at the Senior Center helped increase awareness about this growing area of concern. Stories of actual challenges faced by older adults were dramatized by the troupe. This program was presented by the Cambridge Elder Abuse Prevention Coalition and the performance was generously funded through a Tufts Health Plan Foundation grant. Prior to the performance, a mini-Resource Fair with information related to assistance and support for older adults was held.

For more information, visit camb.ma/fy17-6.

PUBLIC EDUCATION AND OUT-OF-SCHOOL LEARNING

On July 1, 2016 Cambridge Public Schools (CPS) welcomed a new Superintendent of Schools, Dr. Kenneth Salim. In his first year as Superintendent, Dr. Salim set about to lead a multi-year planning process that will create an educational system driven by the twin goals of equity and academic excellence. Supported by the School Committee, Dr. Salim worked with a diverse strategic planning team to conduct visioning and priority-setting sessions with stakeholders from every segment of our community. This comprehensive and collaborative process led to the development of a District Planning Framework, which outlines a shared vision for our school system and concrete objectives for focusing school improvement efforts over the next three years.

The new vision for CPS states that “The Cambridge Public Schools, in partnership with our families and community, will provide all students with rigorous, joyful, and culturally responsive learning as well as the social, emotional, and academic supports each student needs to achieve their goals and post-secondary success as engaged community members.”

The City’s Science, Technology, Engineering, Art and Design, and Math (STEAM) Initiative has been working to coordinate and expand STEAM learning experiences to ensure that students, particularly under-represented youth, can develop the knowledge and skills necessary to be

successful citizens in a rapidly changing world and access the STEAM careers driving our local and regional economies. The initiative brings together the City’s Department of Human Services Programs (DHSP), the public schools, community-based organizations, higher education, and business partners, to build a system that fosters equity and access so all students can participate in quality STEAM learning experiences. This past year, two family STEAM nights at the Martin Luther King, Jr and Peabody Elementary Schools engaged over 300 children and their families with hands-on activities to foster awareness of the importance of STEAM literacy and connect families to programs and opportunities in the community. Two new summer enrichment STEAM



Photo: Bethany Versoy

programs were piloted at King Community School (K-5) and Moore Youth Center (Gr. 6-8).

Public libraries across the nation are undergoing transformations to help residents learn new skills to flourish in the creative and knowledge economy. The Cambridge Public Library (CPL) has an important part to play in fostering and making available STEAM and information literacy learning for all Cambridge residents. As part of its efforts to support STEAM learning and patron technology offerings, CPL piloted a 3-D modeling curriculum for teens in partnership with the Rotary Club, Friends of the Cambridge Public Library, area schools and Innovators for Purpose.

CPL also launched an early literacy initiative encouraging all children and families to read 1,000 books before Kindergarten. Participants received a tote bag and a free book at registration, as well as free books from the Library, the more they read toward this goal. When children reach 1,000 books, they receive a t-shirt celebrating their achievement. The program launched in September and, to date, 1,800 children have registered and are actively reading. Seventy-five of those readers have already reached 1,000 books!

In addition to serving hundreds of adult learners in its English for Speakers of Other Languages (ESOL) and basic education classes, the Community Learning Center (CLC) received grant funding from Massachusetts Department of Elementary and Secondary Education to support three new programs focused on building the



occupational skills of students to increase their employability and earning potential. CLC and the Massachusetts Institute of Technology's Division of Comparative Medicine collaborated on a workplace ESOL class for animal care technicians. This course supports students in acquiring English language skills while also developing their academic and study skills in preparation for the American Association for Laboratory Animal Science certification exams. CLC also partnered with the Academy for Healthcare Training to offer Home Health Aide and Certified Nursing Assistant (CNA) training integrated with ESOL. The programs give participants the chance to enter the healthcare field, an area with many career growth opportunities. In addition to academic and skills training, the program teaches job search skills, and in collaboration with the Cambridge Employment Program, also offers assistance with job placement. After gaining experience as a CNA, some graduates continue their study for other health careers, such as nursing or occupational therapy.

For more information, visit camb.ma/fy17-7.

COMMITMENT TO PUBLIC SAFETY

For the sixth consecutive year, serious crime (property and violent crime) in the City of Cambridge dropped to unprecedented levels in 2016. Overall, serious crime in the city declined by 8% from the previous low of 2,854 incidents recorded in 2015. Reported crime was at its lowest levels in 55 years. These historically low figures reflect a number of factors, including the outstanding work conducted by members of the Cambridge Police Department (CPD), the responsiveness and support from residents, and the collaborations that have been formed with organizations throughout the community. A full report on crime in the city is available at <http://camb.ma/2016CPDAnnual>.

This past year, CPD embarked on two initiatives designed to create a healthier department. In collaboration with seven neighboring police departments, CPD created a regional Critical Incident Stress Management (CISM) Team to serve as peer support officers to assist participating communities in responding to major critical events and those that affect members of the Department collectively.

In partnership with the City's Domestic and Gender-Based Violence Prevention Initiative (DGBVPI), CPD also launched a first-of-its-kind Trauma Informed Law Enforcement Training Program. The innovative curriculum included protocols designed to guide officers with respect to recognition and engagement as part of the department's response to traumatic incidents, including domestic violence, sexual assault, and caregiver removal.

In collaboration with Transition House and Emerge, DGBVPI provided a weekend workshop for Cambridge Faith Leaders on responding to domestic violence. This group also provided comprehensive domestic violence trainings to all 244 employees of the Cambridge Housing Authority in January 2017 and continues to work closely with them to develop policies and protocols to respond to domestic and sexual abuse.

DGBVPI collaborated with the Cambridge Council on Aging, Somerville-Cambridge Elder Services, Newton Wellesley Hospital, and Transition House to host an all-day conference on Elder Abuse and Domestic Violence. Over 55 participants from 30 organizations attended the interactive and informative event.

Cambridge was the first City in the State to convert to the Next Generation 911 software platform, an Internet Protocol-based system that allows digital information (e.g., voice, photos, videos, text messages) to flow seamlessly from the public, through the 911 network, and on to emergency responders.



This past year, the Emergency Communications Department partnered with two software and applications developers to enhance emergency communications for residents and visitors of the City of Cambridge. Rapid SOS is the developer of Haven, a smart phone app that bypasses the State Police connection when placing a 911 call, and provides enhanced GPS location of the caller to the 911 call taker. Smart 911 is an online database where residents and visitors can create an online profile that displays the information to the 911 call taker, providing emergency responders with accurate medical, disability and address information.

In FY17, Cambridge Fire units responded to 14,280 emergency incidents which generated 32,118 responses by fire companies. These included 69 structure fire, 936 inside fires, 1,083 fires of all categories, 6,319 emergency medical calls, 194 elevator rescues, 183 hazardous materials incidents, 413 electrical hazards, and 62 incidents of carbon monoxide contamination. Working in partnership with CPD, there were 294 investigations of suspicious or unattended items during the fiscal year. Major fires included the 10 alarm conflagration which damaged or destroyed 16 buildings in the Wellington-Harrington neighborhood in December*; a 4 alarm fire on Reservoir Street in April; a fire on Cambridge Street which extended into 2 3-story residential buildings in May; and other residential fires on Fairfield, Sidney, Pine, and Dana streets.

As part of its ongoing training and regional collaboration with other agencies, Cambridge Fire Department



participated in multi-agency mass decontamination drills in cooperation with Cambridge Health Alliance and Mount Auburn Hospital. Firefighters also participated in a large-scale simulated fire and evacuation drill in the subway tunnel near Alewife MBTA and continued training exercises on water, trench, rope, and structural collapse rescue efforts.

** Please see our special section on the Wellington-Harrington fire in December 2016.*

For more information, visit camb.ma/fy17-8.

COMMUNITY HEALTH

Cambridge is moving toward a model in which City departments and the community are genuine partners in improving health. The City of Cambridge Community Health Improvement Plan (CHIP) and other citywide plans have set the stage for a collaborative approach to addressing complex issues that impact health. The Cambridge Public Health Department (CPHD) worked closely with governmental and community partners to implement Year 2 strategies of the Community Health Improvement Plan, which is setting the City's health agenda through 2020. Priority areas are healthy eating and active living; violence; mental health and substance abuse; and healthy, safe, and affordable housing.

Community health highlights from the past year:

- The Cambridge SNAP Match Coalition, led by CPHD, received over \$18,000 in FY17 to help residents with low incomes buy fresh, local food at Cambridge farmers markets; and launched a new website and social media account.
- The Cambridge Food and Fitness Policy Council's Urban Agriculture Task Force, led by CPHD and the City's Community Development Department (CDD), continued developing a comprehensive initiative that takes into account a broad range of urban agricultural activities.
- The Cambridge Healthy Market Program, a joint initiative of CPHD and CDD, worked

with six local convenience stores to promote healthy foods and beverage options.

- To help the community identify and respond to signs of mental illness and substance use disorders, CPHD offered free, eight-hour Mental Health First Aid trainings throughout the year, which were completed by 86 people. CPHD and St. Paul's AME Church received a \$6,000 grant to identify challenges experienced by African American residents in accessing mental health services.
- City partners took a strategic approach to addressing issues related to drug dependence and opioid-related overdoses. These efforts focused on preventing substance use among youth, helping people with opioid addiction get into treatment and expanding



the availability of naloxone, a drug that reverses the effects of an opioid overdose.

Youth-oriented activities led by CPHD included conducting interviews with 430 ninth graders to assess their risk for substance abuse, as part of a new state-mandated screening; and implementing a federal grant to reduce prescription drug misuse among the city's public high school students. The City encouraged residents to safely dispose of unwanted medication by maintaining a 24/7 medication disposal kiosk at the police department (125 Sixth St.) and sponsoring community "take-back" events. In 2016, the City collected over 9,800 pounds of unwanted medication.

To reduce the number of overdoses in the city, the Cambridge Police Department (CPD) developed a comprehensive strategy that involves detectives reaching out every year to hundreds of opioid users on the street and in hospitals, and referring motivated individuals to the department's licensed social worker, who connects these individuals with the most appropriate treatment centers and assists in coordinating their short and long-term care. The program aims to empower opioid users with strategies for problem-solving and managing addiction, as well as connecting them to treatment and community resources. To prevent opioid-related deaths, Pro EMS, CPD, and Cambridge Fire Department used naloxone 324 times on 164 patients in FY17 to reverse suspected overdoses in Cambridge.



- CPHD has statutory obligations to prevent and control communicable disease in Cambridge, with staff following up on 135 disease reports, including measles, chickenpox, and tuberculosis exposures. The department also operates a large tuberculosis program at Cambridge Hospital, with staff managing 1,889 visits from patients in FY17.
- To help students in the Cambridge Public Schools stay healthy, CPHD's school nurses handled approximately 50,571 visits for illness, injury, medication administration, and medical procedures.
- To support parents in talking and reading with young children, the Agenda for Children Literacy Initiative distributed 8,859 children's books to families and childcare providers; made home and maternity ward visits to 823 families with newborns; led 60 workshops for parents and childcare providers; and organized StoryWalks and multi-session play-groups for young children.

For more information, visit cambridgepublichealth.org or camb.ma/fy17-9.

MAINTAINING ENVIRONMENTAL SUSTAINABILITY

As part of the Net Zero Action Plan, the City launched the Low Carbon Energy Supply Strategy (LCESS) study, which is exploring a range of potential approaches to provide Cambridge with 100% renewable energy by 2050. The LCESS study will conclude in fall 2017 with a comprehensive set of strategies to transition the energy supply to renewables over the next 30 years. The City's commitment to promoting energy efficiency in buildings and homes was furthered through the launch of the Multi-Family Energy Efficiency pilot, a partnership between the Cambridge Energy Alliance and Eversource, a sponsor of MassSave, which streamlines the process for owners of multi-family buildings to receive energy efficiency assessments and solar assessments.

To highlight the City's commitment to a vibrant urban forest, Public Works expanded this year's Arbor Day celebration to an entire week of events and informational sessions for residents. Saplings were handed out at events at City Hall and the Main Library, and students from local schools and daycare programs helped the City Arborist plant a new tree in Sennott Park. The City also launched an Adopt-A-Tree program with an interactive website that allows residents access to the 19,000 public trees that can be adopted at www.CambridgeMA.gov/AdoptATree.

Following the completion of a community greenhouse gas (GHG) inventory in FY17, the City's Climate Protection Plan will be updated in FY18. Aligned with the City's commitment to the Compact of Mayors, the Climate Action Plan will describe how the City will deliver on its

commitment to reduce GHG emissions throughout Cambridge, including current baseline community GHG emissions, summaries of expected emissions reductions from existing plans and policies, additional sector-specific and mid-range emissions targets, recommended actions to meet those targets, and implementation and monitoring plans.

In FY17, members of the Cambridge Compact for a Sustainable Future adopted a new strategic plan. The Compact, founded in 2013 by the City of Cambridge, Harvard, and MIT, is a community partnership of businesses, non-profits, City government, and universities where members leverage their combined capacities to address environmental challenges. The three-year plan is focused on advancing sustainability in Cambridge through education, research, outreach, and advocacy in five key areas: greenhouse gas inventories, building energy, climate resiliency and adaptation, renewable energy, and sustainable transportation. In FY18, the Compact will establish a lab working group to assist in the progress toward the City's goal to achieve net zero labs for new construction by 2030 and to determine best practices on energy management for labs. It will



also launch an initiative to inventory member procurement practices for renewable energy assets, identify related needs, and catalyze local research to inform work in this area.

Through its Cambridge Energy Alliance program, the City helps residents and small businesses reduce energy consumption by implementing energy efficiency measures and investing in clean or renewable energy technologies. This past year, the Cambridge Energy Alliance:

- Coordinated over 40 new solar installations from the Sunny Cambridge campaign;
- Reduced residential electricity and gas use by 6% from 2013-2016 from the Georgetown University Energy Prize Campaign;
- Swapped over 2,200 lightbulbs for energy efficient LEDs;
- Enrolled over 1,700 households in energy tracking software;
- Tuned-up the heating systems for over 440 households;



- Provided energy efficiency and climate change education at four public elementary schools and one afterschool program through the “e” inc. Kids Green Their Schools program;
- Engaged over 30 High school students participating in City programs in direct community outreach efforts around energy efficiency and solar.

Cambridge Community Electricity Program

This past year, the City launched the Cambridge Community Electricity program. This electricity aggregation initiative moves the City closer to net-zero by limiting fossil fuel energy and increasing solar energy. Cambridge residents and businesses who received Eversource Basic Service were automatically enrolled in the Cambridge Community Electricity program’s Standard Green option, which includes 25% more solar energy than required by the state, derived from renewable energy projects in or near Cambridge. Residents and businesses could also opt to enroll in the 100% Green option, which provides 100% renewable electricity generated by projects throughout New England. In addition to increasing renewable energy in the city’s electricity supply, the Cambridge Community Electricity program encourages the development of local renewable energy.

For more information, visit camb.ma/fy17-10.

ENCOURAGING ARTS & ECONOMIC VITALITY

In May, Cambridge Arts launched Common Exchange, a free series of art installations, performances, and exhibitions in and around the Cambridge Common that highlight the historic green as a place where we come together as a community—a place for conversation, for sharing ideas, recreation, and celebration. Performances, temporary public art, and projects in which visitors can participate will continue through December 2017. Four editions of Common Exchange, a newspaper highlighting themes of the art series, was also distributed for free.

As part of The Port Infrastructure project being conducted by the City over the next several years, \$300,000 of percent-for-art funds are being used for a special one-time grant program entitled FLOW: A Grant Program for The Port. This unique project was designed with multiple goals:

- To inspire and support the creation of new artistic and cultural projects that reveal and respond to the cultural, social, historical, political, or physical attributes of The Port neighborhood for the benefit of the community.
- To encourage cross-sector partnerships that set examples of how the arts can play an important role in civic life.
- The realization of a group of projects implemented over time, both

temporary and permanent, that celebrate the diversity and character of The Port, invite collaboration, and demonstrate equity through a variety of artistic media.

- To build strength in the community through training in proposal development and project planning.

Following an extensive outreach process seeking ideas for community-building public projects that place arts in a central role, a Selection Committee comprised of eight highly engaged and respected neighborhood and community members will review submissions and make final selections. The funded projects will be implemented from 2017-2021.

Cambridge Arts River Festival received a 2017 Best of Boston Award from *Boston Magazine* for “Best Festival.”

flow

• • • A GRANT PROGRAM FOR THE PORT

Calling all individuals, collaborative groups, organizations, artists, businesses, youth, or schools who have an idea for a community-building public project for The Port neighborhood that places the arts in a central role.



To address pressures that business owners are facing, the City launched the Retail Strategic Plan and worked with a consultant team to develop best practice policies and programs that will support and enhance the retail environment in Cambridge. The Retail Strategic Plan included an in-depth assessment and market analysis of Cambridge's existing retail environment, and the Community Development Department's Economic Development Division will work with its consultants to identify and implement short-term and long-term strategies to address unmet retail needs identified in the process.

This past year, 15 local business associations and neighborhood groups received assistance from the City to develop programming and events to activate commercial areas; 31 small businesses were assisted by the City's Small Business Enhancement & Retail Accessibility Programs; and 250 individuals received technical assistance or attended business development workshops offered by the City. The Storefront Improvement Program provided funding to 22 small businesses in the past year and was a Semifinalist for the Harvard Kennedy School Ash Center's Innovations in American Government Awards, which recognizes and promotes excellence and creativity in the public sector. In FY17, the ratio of public to private

investment for storefront improvement was \$1 of public money for every \$3.84 of private money reinvested for the public good.

The annual Cambridge Preservation Awards Program celebrates the commitment of owners, architects, builders, and tradespeople who work together to make Cambridge an attractive and desirable place in which to live.

The winning projects represent substantial private and public investment in the historic resources of Cambridge and improvements in the city's quality of life.

For more information, visit camb.ma/fy17-11.

PROMOTING TRANSPORTATION & MOBILITY

The Traffic, Parking & Transportation Department, working in collaboration with the Cambridge Police, Community Development, Human Services, and Public Works Departments began developing a detailed implementation plan for Vision Zero, the City's strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, and equitable mobility for all. Vision Zero builds off existing City programs and refocuses our efforts to improve safety for road users of all ages and abilities, and all modes of transportation. This will accelerate and enhance the beneficial impact of existing City programs that focus on street design, operations, and education, such as Complete Streets and Safe Routes to School.

In December 2016, the City launched a Protected Bike Lane Demonstration project on two segments of Massachusetts Avenue where bicycle safety has been a focus of community concern. The project provided opportunity for a short-term expansion of the bicycle network, while pointing towards more significant projects for implementation in the coming year. Bike Plan implementation will continue to create safer streets for riders of all ages and abilities. Cambridge residents



continued to utilize the Hubway bike share system, which grew to include 48 solar-powered stations in FY17. The City entered into a new 5-year contract with Motivate Inc. to expand the Hubway system; over the next two years, approximately 20 additional stations will be installed throughout Cambridge.

This past year, new traffic calming projects, with features including raised intersections, curb extensions, new crosswalks, and raised side street crossings

were completed on the following streets: Amory St. – Broadway to Hampshire St; Fulkerson St. – Cambridge St. to Charles St; Harvey St. – Accessible ramps; Mead St. – Walden St. to Cogswell Ave; Sherman St. – Huron Ave. to Walden St. Additional traffic calming projects are currently underway, with expected completion in FY18. The City also started the design and public outreach process for the redesign of Inman Square, with the goal of providing safer facilities for pedestrians, bicyclists, transit users and drivers, while improving the public space. City staff and consultants developed multiple improvement alternatives for this complex and critical intersection, and the local community had the opportunity to comment on the design at three public meetings.

The Traffic, Parking, and Transportation Department began pilot implementation of the Passport Parking pay-by-phone system, which included close to 600 parking meters within Harvard Square. Following successful rollout of this initial system, pay-by-phone will be expanded to the remainder of Cambridge through the 2017 calendar year.

The Transit Strategic Plan, created through a comprehensive two-year community process, seeks to improve the quality and expand the capacity of Cambridge's transit system. In FY17, the City advanced two designs for street treatments that prioritize buses in locations identified in the planning process. In FY18, the Community Development Department will focus on identifying funding and capacity for implementing Cambridge's first bus lanes and a plan for evaluating these designs. Public transportation improvements also occurred through the piloting of solar-powered real-time transit displays in four locations; additional displays will be funded through Participatory Budgeting in FY18.

In FY17, Cambridge's Safe Routes to School program launched a four-lesson Pedestrian and Bicycle Safety Unit for second grade students. The pedestrian lessons teach the importance of safe walking behaviors and the basic elements of pedestrian infrastructure. Students practice crossing different types of intersections and learn how to safely navigate parking lots. The bicycle



safety lesson includes the proper clothing to wear for bicycling, how to correctly fit the helmet (each student trained receives a free bicycle helmet), the rules of the road, and basic bicycle maintenance. In FY17, the program educated approximately 425 students across 8 schools, and will expand to all 12 elementary schools in Cambridge in FY18, reaching approximately 600 students annually. This past year, hundreds of students participated in bike workshops sponsored by the Community Development Department and the Cambridge Public Schools.

For more information, visit camb.ma/fy17-12.

EMBRACING INNOVATION & TECHNOLOGY

Cambridge's Open Data Program continues to support the City's commitment to transparency, accountability, and innovation by providing the public with current municipal data through the City's Open Data Portal. Several new data dashboards were created and will serve as a foundation for data-driven decision making and enable better public engagement with Cambridge open data. The new Green Building Dashboard, which profiles development projects that are subject to the Green Building Ordinance, provides insight as to how buildings are complying with the City's sustainability and resiliency initiatives.

In 2016, Mayor E. Denise Simmons convened a Committee on Women's Equal Pay, consisting of political, business, academic and non-profit leaders to help determine how the City of Cambridge could address gender wage disparities. The Open Data Program Manager, Personnel Department, and the Public Information Office assisted the Mayor in creating a Pay Equity Dashboard that displays the City's wage data in a transparent and engaging way.

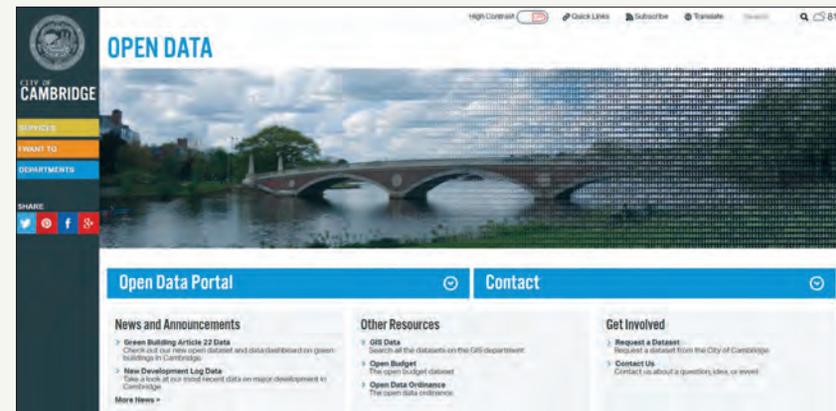
This past year, the City also developed an Equity and Inclusion Dashboard that provides an interactive look at who we are as an organization. This dashboard was a joint project of the City Manager's Office, the Open Data Program, and the Personnel Department, and was created as part of Cambridge's partnership with What Works Cities, a Bloomberg Philanthropies initiative. Learn more about Open Data at data.cambridgema.gov.

The web team, working with the Public Information Office and City departments, launched the first phase of the redesigned City of Cambridge website in March 2017. The new website features a public-first approach to organizing information, including 300 service-oriented pages.

In FY17, audiovisual functionality was improved in the 2nd floor Conference Room at the City Hall Annex and the Citywide Senior Center. An Audio Visual (AV) Technician was hired to enhance AV initiatives throughout the City, starting with improvements to infrastructure, sound, and equipment quality in the Sullivan Chamber.

The City's Geographic Information Systems (GIS) team worked with City staff from several departments to create interactive GIS Web maps for disability parking locations, inclusive healthcare and housing, healthy markets, open arts studio, and small business enhancement.

Since FY15, the City has invested over \$10 million in support of projects that have enhanced the delivery of City services and increased innovation. For more information, visit camb.ma/fy17-13.



APPENDIX 1: OVERVIEW OF CITY DEPARTMENTS

22-CityView *Calvin Lindsay Jr., Director*

22-CityView is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. 22-CityView strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas of education, culture, arts, health, human services and history.

Animal Commission, *Mark McCabe, Director*

The Cambridge Animal Commission facilitates programs for animal control and welfare in the city and maintains Cambridge as a safe environment for people, pets and other animals, through an educational and enforcement approach. The Commission encourages responsible pet ownership, ensures public safety around domestic or wild animals and manages the diverse population of wildlife that co-exists in the city.

Assessing, *Robert P. Reardon, Director*

The Assessing Department is responsible for establishing full and fair cash values for all Cambridge real estate and business personal property. These values are the means for the distribution of the City's property tax levy on a fair and equitable basis. In order to fulfill this goal, assessors must discover and list all taxable property and maintain accurate ownership and property information.

Auditing, *James Monagle, City Auditor*

The City Auditor provides independent, timely oversight of the City's finances and operations and ensures the City's programs are being executed legally, efficiently and effectively. Serving as a barrier to potential fraud or misuse of City resources, the Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.

Budget, *Jeana Franconi, Budget Director*

The Budget Office's primary responsibility is to prepare and monitor the City's annual Operating and Capital budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all fiscal regulations. The Budget Office assists departments, the City Council, residents, and other stakeholders with analysis and guidance regarding budget procedures and other fiscal matters. The Budget team also leads the City's annual Participatory Budgeting and minibond initiatives to encourage more civic engagement around the City's finances.

Cambridge Arts, *Jason Weeks, Executive Director*

The Cambridge Arts Council is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists,

residents, and visitors. Established in 1974, Cambridge Arts is one of the oldest and most dynamic arts agencies in the country. Cambridge Arts operates with funding from local government, private foundations, corporate sponsors, and individual donors and delivers on its mission by fulfilling three primary roles: Connector: linking people and resources from across the artistic spectrum to spark innovative collaboration; Presenter: hosting exhibitions and educational programming in Gallery 344 and producing high-profile events such as the Cambridge Arts: River Festival, which attracts more than 250,000 attendees annually; and Funder: awarding dozens of financial grants annually through the Cambridge Arts: Grant Program in support of high-quality, community-based art projects.

City Clerk, Donna P. Lopez, City Clerk

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses). Additionally, the City Clerk's Office accepts and records particular business filings required by statute, such as business certificates. The Office also offers notary services to the public.

City Council, Sandra Albano, Executive Assistant to the City Council

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and

expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

City Manager, Louis A. DePasquale, City Manager

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and coordinates with City departments to conduct neighborhood meetings regarding community concerns. The Deputy City Manager acts as the overall project manager for the planning and implementation process on Capital Construction Projects. The City Manager's Office works closely with the City Council on its mission to improve the quality of life for everyone in the community. Careful executive level management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with particular attention to the impact of budget decisions on taxpayers.

Commission on Immigrant Rights & Citizenship, Nancy Schlacter, Executive Director

The Commission on Immigrant Rights & Citizenship

(CIRC) was formed in August 2016 to act as a centralizing force in the City to address immigrant rights and citizenship issues, providing information, referral, guidance and coordination; offering and providing technical assistance to other public agencies and private persons, organizations and institutions engaged in activities and programs intended to support immigrant rights and citizenship; and to eliminate prejudice and discrimination against immigrants because of their status as immigrants and/or non-citizens. This work is accomplished through educating the community and Commissioners about the rights of immigrants residing in Cambridge and the opportunities available to enhance immigrant participation in the Cambridge community through engagement with City services, resources, programs and local and regional efforts to address immigrants' needs.

Community Development, Iram Farooq, Assistant City Manager for Community Development

The mission of the Community Development Department (CDD) is to guide planning and future growth in a manner that best supports the overall health, sustainability and diversity of the city. The Department focuses on initiatives to enhance neighborhood character and vitality, encourage sustainable lifestyles, and build the economic capacity that contributes to the tax base, expands job opportunities for residents and enables high quality services in the community. CDD works to strengthen communication and build productive partnerships among and between City government, state/federal agencies, residents, property owners, the business community, nonprofits and major institutions.

Consumers' Council, Laura M. Nichols, Executive Director

The Consumers' Council is a division of the License Commission that collaborates with City departments and outside agencies to provide resources, support and influence on consumer matters. The Council works in cooperation with the Attorney General to mediate individual/business complaints in an attempt to avoid legal action by either party. Staff is watchful for scams and trends in the marketplace that may affect the citizenry. The Council remains active in consumer organizations on the state and national level, including the Massachusetts Consumers' Coalition and the Consumer Federation of America.

Election Commission, Tanya L. Ford, Executive Director

The Cambridge Board of Election Commissioners is a four-person board comprised of two members each from the two major political parties. Created by the Acts of 1921, Chapter 239, to conduct voter registration, supervise elections, implement the annual census, and certify signatures on nomination papers and ballot question petitions, its role was expanded in 1987 to include management of municipal campaign finance reporting and again in 1991, to administer and enforce the City's Ethics Ordinance.

Electrical, Stephen Lenkauskas, City Electrician

The Electrical Department oversees street lighting and the City's Fire Alarm System and provides electrical maintenance and construction services to City departments, municipal buildings and parks. The department installs and repairs communications systems, including tele-

phones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings and cabling for local area data networks for City buildings. The department also oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Emergency Communications, Christina Giacobbe, Director

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC located at the Robert W. Healy Public Safety Facility). The Center received over 50,000 911 and other emergency calls and alarms in the year and managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources. ECC staff also handled over 165,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hour responses for City services and information. The department also coordinates all public safety IT functions and assists with oversight of the City's radio systems.

Equity & Inclusion, Betsy Allen, Director

The Office of Equity and Inclusion (formerly Affirmative Action Office) upholds and reaffirms the City's position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment and retaliation. It assists department heads in setting and achieving equity and inclusion goals for recruiting, hiring, promoting, and retaining qualified employees. In compliance with federal law, the Office prepares and

submits workforce reports on a biennial basis to the Equal Employment Opportunity Commission.

Finance, David Kale, Assistant City Manager for Finance

The Finance Department is responsible for providing leadership to its operating divisions (Assessing, Budget, Information Technology (IT), Personnel, Purchasing, Revenue and Treasury). This includes the activities of planning, development, implementation, oversight, integrity, reporting, and creation of financial policies for the City's Operating and Capital finances.

Revenue Management and Treasury, Michelle Kincaid, Assistant Finance Director

The Revenue Division's mission is to collect and report daily receipts in an efficient and timely manner while providing a high level of customer service to internal and external customers. The Treasury Division, comprised of the Cash Management and Payroll cost centers, manages cash and investments in the most efficient and economic manner. Payroll is responsible for processing the payroll of approximately 5,000 employees.

Fire Department, Gerard E. Mahoney, Acting Fire Chief

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide defense against terrorist attacks.

Historical Commission, Charles M. Sullivan, Executive Director

The Cambridge Historical Commission (CHC), the City's historic preservation agency, protects more than 3,000 buildings in two historic and four neighborhood conservation districts, each overseen by a volunteer board. The CHC also protects 38 City landmarks and 40 individual properties under preservation restrictions. The citywide Demolition Delay Ordinance, applicable to all buildings 50 years old and older, allows delays so preservation alternatives can be explored. The CHC supports restoration of significant buildings through Community Preservation Act funded preservation grants, advises stakeholders on historic preservation issues, consults on historic paint colors, and cares for city-owned historic sites and monuments. The CHC also manages a dynamic public archive that focuses on the architectural and social history of Cambridge.

Human Rights Commission, Nancy Schlacter, Executive Director

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors to the city. In operational terms, this means the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and education. Additionally, the Commission educates the public about their rights and responsibilities under the law. The Commission also reaches out to and collaborates with other City agencies and organizations on issues relating to civil rights.

Human Services, Ellen Semonoff, Assistant City Manager for Human Services

The Department of Human Service Programs (DHSP) provides a wide range of services that is unique in the Commonwealth, reflecting the strong and ongoing support of the Administration, the City Council and, ultimately, the residents of Cambridge. Driven by the needs of residents, the department's extensive services and programs touch almost every sector in the city: from newborns to senior citizens, from school-aged children to homeless families, from non-profit organizations to local employers. Residents participate in the work of the department at all levels: as employees, as members of the Human Services Commission, as volunteers, as members of neighborhood councils, task forces and committees, and as consumers of services.

Information Technology, Mary Hart, Chief Information Officer

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users from 42 departments in 40 municipal buildings. ITD maintains all enterprise-wide municipal computer applications. ITD also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Fire, Police and Schools.

ITD is continuously developing and improving the City's website, which provides remote access to important City resources and information.

Inspectional Services, Ranjit Singanayagam, Commissioner

The Inspectional Services Department (ISD) is responsible for all laws and related City ordinances that pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. Responsibilities include administration and enforcement of the Building, Electrical, Plumbing/Gas and Mechanical Codes and articles of the Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, day care and recreational day camp inspections. ISD also enforces the Zoning Ordinance and provides staff support to the Board of Zoning Appeals (BZA).

Law Department, Nancy Glowa, City Solicitor

The Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts and administrative agencies, and provides advice and counsel and furnishes legal opinions on a variety of issues to the City Manager, Mayor, City Council, School Committee, department heads and Boards and Commissions. The department functions as a full-service law office, handling nearly all of the City's litigation in-house.

LGBTQ+ Commission (Lesbian, Gay, Bisexual, Transgender, Queer, Plus), John Gintell, Aren Stone, Co-chairs

The Commission name was changed from GLBT Commission to LGBTQ+ Commission to reflect modern terminology with the + added to be inclusive of the many variations of gender identity, expression and sexual orientation. The change was initiated by the Commission

and the Ordinance was modified accordingly this past year. Enacted officially by City Ordinance in 2007, the Commission's mission is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission also promotes policies and practices that have a positive effect on the health, welfare, and safety of persons who live, visit, or work in the City of Cambridge with regard to sexual orientation and gender identity.

License Commission, Nicole Murati Ferrer, Esq., Chair

The Cambridge License Commission, comprised of an appointed Chairperson, the Fire Chief and the Police Commissioner, is responsible for issuing licenses and enforcing rules, regulations, local ordinances and state laws that regulate the sale of alcoholic beverages, the operation of restaurants, package stores, hotels, entertainment, taxicabs and drivers, parking lots, garages, peddlers, lodging houses and other individuals and establishments in the city as well as the Pole and Conduit applications and Noise Ordinance enforcement.

Cambridge Public Library, Maria McCauley, Director

The Cambridge Public Library (CPL) serves as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic mission of the library. CPL is a dynamic,

community-oriented system providing excellent services, collections and programs to all members of the community. We are dedicated to affording the people of Cambridge resources for recreational reading, independent learning, and the introduction of children to the world of literacy and learning. CPL is designed to work as a unified system with a strong main library and six active branch libraries each tailored to the unique constituencies and needs of its immediate neighborhood.

Mayor's Office, E. Denise Simmons, Mayor

The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City and serves as the City's official receiver for visiting dignitaries and distinguished visitors. The Mayor's Office serves as a conduit for members of the public seeking information or seeking to address concerns regarding City government and municipal services. The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the City liaison between federal and state agencies, as well as community groups and citizens.

Peace Commission, Brian Corr, Executive Director

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. It works to reduce violence and advocates ideas and programs that affirm diversity and build community

within our city. It links peace groups, social justice efforts, anti-violence coalitions and the municipal government, and works collaboratively with other City departments to support the community in the wake of traumatic events. The Commission builds community by celebrating local people and efforts with programs and events, and by organizing community forums on issues affecting the community. It also supports Cambridge's Sister City relationships.

Personnel, Sheila Keady Rawson, Director

The Personnel Department is responsible for a variety of functions in support of City employees and retirees, including assisting with recruitment, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee orientation, training and professional development. Personnel staff administers all insurance, pensions and workers' compensation and other benefit programs sponsored by the City.

Police, Brent Larrabee, Acting Police Commissioner

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every person living in or visiting the jurisdictional boundaries of the City of Cambridge. The department uses modern approaches to community policing philosophy and techniques to decrease crime and improve the delivery of services to the community. A major goal of the department is to involve citizens, neighborhoods and police in formulating policy and policing strategies and

community oriented policing to combat crime and undesirable elements associated with crime.

Police Review & Advisory Board, Brian Corr, Executive Director

The Cambridge Police Review & Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

Public Health, Claude-Alix Jacob, MPH, Chief Public Health Officer

Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. CPHD is a city department administered by Cambridge Health Alliance, a regional health care delivery system. Main focus areas are communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, population health, regulatory enforcement, and school health.

Public Works, Owen O’Riordan, Commissioner

The Cambridge Department of Public Works (DPW), operating within the framework of the City’s goals, provides dependable, high quality service – maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The department supports

the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information. In FY17, the Conservation Commission became part of the Engineering Division of Public Works.

Purchasing, Amy Witts, Purchasing Agent

The Purchasing Office is responsible for implementation and administration of the City’s centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City Ordinance and are open, fair, competitive and obtained at the lowest possible cost. Bids are posted on the City’s website.

Cambridge Public Schools, Kenneth E. Salim, Ed.D, Superintendent

The Cambridge Public Schools (CPS) are committed to the twin goals of academic excellence and social justice for ALL students. Cambridge Public Schools’ mission is to be a diverse urban school system that works with families and the community to successfully educate all of its students at high levels.

Traffic, Parking and Transportation, Joseph E. Barr, Director

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City’s

two parking garages; collection and adjudication of parking tickets; and operation of the Resident Permit Program. The department also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

Veterans' Services, Neil MacInnes-Barker, Director

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits.

Water, Sam Corda, Managing Director

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 105,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the department. The CWD is regulated by Federal and State drinking water codes and is comprised of three major divisions: Administration/Business/Information Technology; Water Quality, Treatment and Watershed Operations; Transmission, Distribution and Engineering Operations.

Weights & Measures, James Cassidy, Jr., City Sealer

The Department of Weights and Measures enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local businesses. The department seals or condemns devices tested and performs such work in accordance with state laws, regulations and municipal ordinances, subject to review through reports and periodic checks by the Commonwealth of Massachusetts Division of Standards. The department inspects prepackaged food and merchandise to ensure compliance with weight, measurement, count requirements and proper labeling. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.

Women's Commission, Kimberly Sansoucy, Executive Director

The Cambridge Commission on the Status of Women works in an inclusive manner to promote equality and justice for women and girls and advocates on their behalf with City departments and officials, local organizations and state government to increase their opportunities through program development, policy recommendations and public education in key issue areas identified by the Commission as significantly affecting women and girls.

APPENDIX 2: POLITICAL STRUCTURE OF CAMBRIDGE

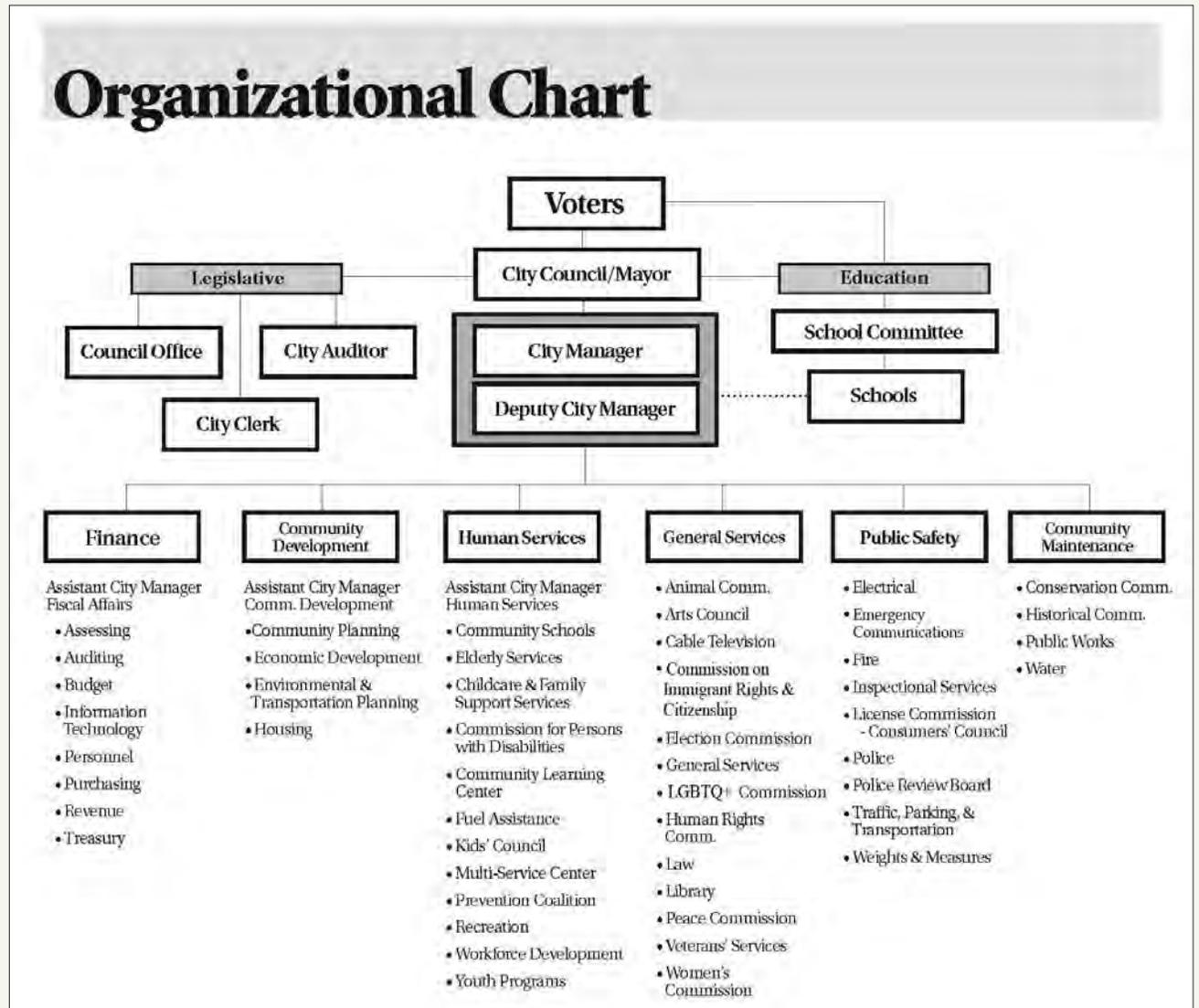
Plan E Form of Government - Proportional Representation

The City of Cambridge is governed by the Plan E form of Government. Nine City Councillors and six School Committee members are elected at large every two years under the Proportional Representation (PR)

system, which allows voters to vote for as many candidates as they wish, but they must indicate their order of preference among those candidates by numbering each choice. Once elected, the City Council then elects a Mayor and a Vice Mayor. The Mayor chairs the City Council and School Committee and serves as the City’s political leader. The City Council appoints a City Manager to serve as the City’s Chief Executive Officer. For more information on voting and the election process, call the Cambridge Election Commission at 617-349-4361 or visit their website, cambridgema.gov/Election.

City Ordinances (Cambridge Municipal Code)

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. The most recent and official version of the Code is on file at the City Clerk’s Office, 617-349-4260.



APPENDIX 3: CAMBRIDGE AT A GLANCE

Land Area: 6.43 Square Miles
County: Middlesex
Population: 110,402
(2015 American Community Survey)

Population Density: 15,864 Persons
per square mile (2010, CDD*)

Person(s) Per Household:
2.00 Persons
(2010, US Census)

Median Age: 30.5 Years
(2011-15, US Census)

Foreign Born: 27.1%
(2011-15, U. S. Census)
Home Language other than English:
32.0%
(2010-14, U. S. Census)

**Common Languages other than
English:** Spanish, Chinese, French,
French Creole, Indic Languages,
Portuguese, African Languages,
Korean, and German.
(2010-14, US Census)

Racial Diversity:
67.7% White
10.6% Black
15.0% Asian
6.7% Other
(2011-15, US Census)

Hispanic Diversity:
8.0% of Residents w/Hispanic
Background
(2011-15, US Census)

Adult Educational Attainment:
79% College or Graduate Degree
9.8% Some College/Associates
Degree
9.5% High School Diploma
5.6% No High School Diploma
(2015 American Community Survey)

College & Graduate Students:
36,091- Enrolled in Degree Program
(includes non-residents)
(2016, CDD)

Poverty Status:
9.0% of Families
14.0% of Individuals
(2011-15, US Census)

Registered Vehicles:
45,933 Vehicles
30,154 Passenger Cars
(2016, Mass. Registry of Motor
Vehicles)

Housing Units:
52,822
(Cambridge Assessing Dept.)

Owner Occupied Housing:
34.6 % (2010, US Census)

Median Housing Sales Price:
\$1,253,000 Single Family
\$1,100,000 Two Family
\$600,000 Condominium
(2015, CDD)

Typical Rental Price:
\$2,333 One Bedroom,
\$2,731 Two Bedroom,
\$3,060 Three Bedroom
(March 2017, Zillow.com)

Median Household Income:
\$79,416
(2011-15, US Census)

Jobs:

120,594

(2016 Q3, Mass. Executive Office of Labor and Workforce Development)

Average Annual Wage:

\$110,032

(2016 Q3, Mass. Executive Office of Labor and Workforce Development)

Resident Unemployment Rate:

2.3%

(March 2017, Mass. Executive Office of Labor and Workforce Development)

Major Employment Sectors:

Professional & Technical Services, Education, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade
(3rd Quarter, 2016, Mass. Executive Office of Labor and Workforce Development)

FY17 Property Tax Rate

Residential \$6.49

Commercial \$16.12

(per \$1,000 of assessed value)

FY17 Annual Operating Budget:

\$574 million

Government:Plan E Form of Government
(City Council/City Manager)**Public Schools:**

1 K-8 School, 11 K-5 Schools, 4 Upper Schools, 1 Comprehensive High School, including a Career and Technical Education Program, and 1 Alternative High School

Private Schools:

16, plus 3 charters, numerous Preschools and Special Education

Higher Education:

Harvard University, Massachusetts Institute of Technology, Lesley University, Episcopal Divinity School, Longy School of Music of Bard College

Hospitals:

Cambridge Hospital, Mount Auburn Hospital, Spaulding Hospital

Fire Protection:

8 fire stations, 276 sworn firefighters, 10 civilians

Police Protection:

1 police station, 278 sworn officers, 81 civilians
(including Traffic Supervisors)

Parks, Playgrounds & Reservations:

80

Public Golf Courses:

1 (Fresh Pond)

** The acronym CDD stands for the City's Community Development Department.*

WELLINGTON-HARRINGTON FIRE

On December 3, 2016, a devastating fire in the Wellington-Harrington neighborhood destroyed many homes and displaced 167 residents. Over 150 firefighters from 20 communities helped to battle the 10-Alarm fire in Cambridge that involved eight buildings, and covered Cambridge Fire Stations. Eighteen properties, including 75 units, were impacted. Fortunately there were no deaths.

That very same day, City staff created the online donation page for the Mayor's Fire Relief Fund, and Mayor E. Denise Simmons and City Manager Louis A. DePasquale immediately established a Disaster Relief Resource Center.

In less than three weeks, the Mayor's Relief Fund had raised over \$700,000, quickly exceeding the \$500,000 initial goal. By the time the drive ended in late January, online contributions combined with donations received at City Hall from businesses and individuals totaled over \$1.2 million. The City distributed \$42,000 in gift cards, \$946,100 in checks, and \$215,000 in bank cards.

"It was amazing to see how quickly our community rallied together to help the affected individuals and families," said City Manager Louis A. DePasquale.

During the week, 81 families and 167 individuals in the affected fire zone and in bordering streets were identified by the Red Cross. These 81 families registered and utilized services at the Cambridge Resource Center and the temporary shelter at Willow Street. The City continued to work with the families in a variety of ways to provide social and emotional support, provide school support and case management and assist in housing needs.



Thank You Cambridge!

Through one-on-one follow-up, the City and the agencies helping to address the housing needs of the households displaced by the fire, worked with them to find permanent new housing.

The Cambridge Public Health Department (CPHD) coordinated with staff and volunteers to assist with counseling support needs for individuals and the community impacted by the fire.

Coordinating closely with the City, the Cambridge Public Schools (CPS) served as fire case manager for 24 children (12

families) rendered homeless by the fire, plus 10 students (7 families) who were evacuated but were later able to return home.

"The entire citywide response to this fire was incredible," said Mayor E. Denise Simmons. "From the opening moments when the first fire fighters arrived on the scene, to the next 48 hours as money started flooding in to assist these victims, and in the following days as City Hall was converted into a bustling hive of activity, with scores of victims getting connected with the services they needed. This tragic event showed the very best of Cambridge."

Boston Celtics guard Isaiah Thomas, who lives just a short distance from where the fire occurred, was among those touched by the 10-alarm fire. With encouragement from his wife, he worked with the Boston Celtics and the Royal Sonesta to throw a special holiday celebration for the victims and their families, which was also attended by Mayor Simmons, City Manager DePasquale, and many City staff and community agencies who worked diligently to assist in the recovery process. Thomas spent the evening shooting hoops with kids, taking pictures, signing autographs, and greeting neighbors. For many, it brought an opportunity for a little fun and relaxation following some very stressful days.



2017 City Dance Party. Photo: Kyle Klein

City Manager Louis A. DePasquale

Deputy City Manager Lisa C. Peterson

2016-17 City Council:

Mayor E. Denise Simmons

Vice Mayor Marc C. McGovern

Councillor Dennis J. Carlone

Councillor Leland Cheung

Councillor Jan Devereux

Councillor Craig A. Kelley

Councillor David P. Maher

Councillor Nadeem A. Mazen

Councillor Timothy J. Toomey, Jr.



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795 Massachusetts Avenue • Cambridge, MA 02139

617-349-4300 • cambridgema.gov



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